

Agency Strategic Plan

Department of Business Assistance (325)

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Mission and Vision

Mission Statement

The Virginia Department of Business Assistance promotes economic growth by helping Virginia businesses prosper.

Vision Statement

The Virginia Department of Business Assistance (VDBA) strives to be the Commonwealth's principal point of communication with the business community and to be the one stop businesses need to make to access resources to maximize their potential for success. VDBA strives to build business capacity by ensuring a plentiful and well trained workforce to drive productivity, by facilitating capital solutions to fund business development and expansion and by providing information to support business formation and growth.

Agency Values

- Treat customers and each other with respect
- Encourage creative ideas and initiatives
- Act with honesty, integrity mutual trust and fairness
- Work together to continuously improve programs, services, actions and attitudes
- Openly communicate with each other and our clients
- Respond with prompt quality customer service
- Keep a clean, safe, fun and friendly environment

Executive Progress Report

Service Performance and Productivity

- *Summary of current service performance*

The Department of Business Assistance's (VDBA) staff continues to support businesses as they move through the business life cycle. The department's successful outreach efforts continue to increase awareness and use of its programs and services. During FY2007, the Business Information Services (BIS) staff responded to over 38,000 requests for assistance – a 10 percent increase from the previous year. The Virginia Business Information Center (VBIC), the Commonwealth's lead business information resource, responded to more than approximately 17,000 requests for assistance via phone, email, live chat, letter and walk-in visits – a 6 percent increase from the previous year. And the agency's website had 623,441 unique visitors in FY2007 – a 179 percent increase from the previous year.

BIS's signature workshop, "Selling to the Commonwealth" which supports the agency's Procurement Assistance Program was offered in 100 communities throughout the Commonwealth with the assistance of local and educational partners. BIS also introduced "Entrepreneur Express," a program which identifies entrepreneurs and connects them with resources to form and expand their businesses. The program was piloted in Southwest Virginia and is now being rolled out across the Commonwealth. In FY2007, "Entrepreneur Express" was offered at 14 sites and attracted over 400 entrepreneurs.

In addition, VDBA developed the STAR\$, short for State Technical Assistance Resource Support, a mentor/protégé program designed to meet the requirements of Executive Order 33 to rapidly increase the participation of small, woman and minority owned (SWaM) businesses in state contracts by increasing the capacity of companies interested in doing business with the state. STAR\$ participants are successful competitors in the federal and private sectors who are assisted in achieving the goal of at least three state contracts by strategically utilizing all the VDBA programs and high level business development consulting required to successfully navigate the Commonwealth's procurement process. In FY2007, 27 of the 100 companies interviewed were accepted to the program and became preferred vendors for many of the largest state agencies including the Virginia Information Technologies Agency, Virginia Department of Transportation the Virginia Lottery, the Department of General services, and state educational institutions. As a result, over \$1.5 million in contracts were awarded to STAR\$ participants in FY2008.

A significant outcome associated with these efforts is the increase in the percent of state contract dollars that were awarded by all state agencies to small, women, and minority owned businesses. In FY2007, these dollars went from

14.93 percent to 37.82 percent, just 2.18 percent shy of the Governor's 40 percent target.

As part of the outreach efforts of the Virginia Small Business Financing Authority (VSBFA), finance representatives conducted 184 presentations to businesses, trade associations and localities to inform businesses about VSBFA's economic development financing programs – including government loan guarantees, direct loans, and multi-million dollar financing packages to assist in the Commonwealth's business expansion and recruitment efforts. During FY2007, technical and financing assistance was also extended to more than 1,386 entrepreneurs, existing businesses, bankers, and local government officials.

As a result of these efforts, the VSBFA administered \$10 million in financing to 125 businesses and local industrial development authorities resulting in \$247 million in additional financing and supporting the creation or retention of 1,884 jobs in the Commonwealth. Every dollar invested by the VSBFA returns \$3.33 in tax income to the Commonwealth in the first year.

The Virginia Jobs Investment Program (VJIP) is an economic development incentive for business relocation and expansion projects. The program provides customized recruitment and training programs to new and expanding businesses. During FY2007, the VJIP staff assisted 497 companies by supporting the hiring and training of 16,418 Virginians. Virginia continues to receive a 100% return on investment for this program from the trained worker within four months.

VJIP also provides assistance to the Commonwealth's small, women and minority owned businesses. The Small Business New Jobs program assists existing Virginia companies that have 250 employees or less, are hiring at least five new full-time employees and making a capital investment of at least \$100,000. During FY2007, the VJIP staff worked with 293 small, women and minority owned businesses to assist in the creation of 2,226 new jobs.

VJIP also supports Virginia businesses that may not necessarily be adding new jobs, but rather are focusing on upgrading their technology and the skills of their existing workforce in order to be more efficient and productive. For businesses that are integrating new technology into their production processes, changing product lines in keeping with marketplace demands, or substantially changing service delivery processes requiring an assimilation of new skills and technological capabilities, VJIP provides support through its Retraining Program. During FY2007, the VJIP staff assisted 47 companies with the retraining of 3,729 Virginia workers. VJIP staff also partnered with many local Workforce Investment Boards to leverage funds available to Virginia businesses through the incumbent worker training programs.

Businesses of all sizes were recognized during the third week of May with events around the Commonwealth. VDBA serves as a catalyst for Business Appreciation Week, helping communities plan events to acknowledge the impact business has on the economy and on the overall quality of life in communities throughout Virginia. This year, the Business Appreciation Week theme, "The Foundation of American Business" was chosen to recognize a new era of Virginia commerce as well as acknowledge the hard work and forethought of business leaders that have come before us.

- *Summary of current productivity*

The Virginia Department of Business Assistance (VDBA) is proud that productivity has continued to increase over the past five years despite the loss of resources and the expansion of services. While VDBA has increased service offerings to all businesses, there has been a targeted effort to work with small businesses. New products and services have been developed to support these businesses as they move through the business life cycle: formation; stabilization; growth; and expansion.

Improved productivity has been accomplished through the use of new technologies, service delivery systems and partnerships with other service providers. New technologies and improved service delivery systems are being used to eliminate paper work and improve communications with customers. The Virginia Jobs Investment Program and the Guide to Doing Business in Virginia are two programs that now use an interactive web-enabled program on CD ROM to communicate with customers. Programs are also being offered on line and through interactive webinars. The Virginia Business Information Center provides customized answers and technical assistance to new and expanding businesses using a toll free number and an internet-based call center with live chat.

Formal and informal partnerships with other agencies have allowed VDBA to leverage its resources, increasing the department's ability to serve its customers. Business Information Services works with: the Department of Minority Business Enterprise and the Department of General Services to provide training on eVA registration and the certification for small, women and minority owned businesses; with the Small Business Development Centers to offer procurement training; with the Chambers of Commerce, the Virginia Library Association, and the Virginia Asian American Society to disseminate business information.

Financial Services has formal partnerships with: the Department of Social Services to administer the Child Care Financing Program; the Department of Environmental Quality to administer the Environmental Compliance Assistance

Fund; the Tobacco Indemnification and Community Revitalization Commission to administer the Southside Tobacco Region Capital Access Program; the Department of Minority Business Enterprise to administer the P.A.C.E. Program and most recently with the Small Business Administration to market and administer a joint loan guarantee program.

The Virginia Jobs Investment Program partners with: the Virginia Employment Commission to supply job candidates to businesses; Workforce Investment Boards to leverage incumbent worker training funds; and the Virginia Community College System, four-year colleges and universities, local high schools and career and technical schools, and Manufacturing Technology Centers to provide technical and soft skills training and a pipeline of job candidates to businesses.

Initiatives, Rankings and Customer Trends

- *Summary of Major Initiatives and Related Progress*

The Virginia Department of Business Assistance (VDBA) will lead the development of the Commonwealth's first One-Stop Small Business Permitting Program. Authorized by the General Assembly during the 2007 session, the initiative is designed to support Virginia's favorable business climate by making it easier to create a business in the Commonwealth. The internet-based, intuitive system will seamlessly connect the 26 state agencies that currently provide business assistance, business processes, and permitting and licensing requirements for businesses. Local and federal services and programs will also be included as the initiative develops.

As a part of the One-Stop Small Business Permitting Program, the Virginia Business Information Center will be expanded to provide "live" customer service for businesses. This business center will offer guidance, answer questions, and connect businesses with state, local and federal resources to improve their probability for success.

- *Summary of Virginia's Ranking*

CNBC ranked Virginia as the overall number one state for business in 2007. Virginia came out on top even though it was not ranked number one in any of the ten categories rated by CNBC. Virginia placed in the top 15 in eight of the categories. Notably, Virginia ranked third in economic growth, fourth in business friendliness, and eight in workforce.

According to Forbes.com, in 2007 Virginia was rated the top state for doing business for the second year in a row. Virginia's top attributes include an incentive environment that is the fourth-best in the country, as evaluated by Pollina Corporate Real Estate, a commercial real estate consulting firm. Virginia's unemployment rate is the third lowest in the nation. The Commonwealth was the number one state for positive regulatory environment and eight best for growth prospects in the Forbes survey.

The Ewing Marion Kauffman Foundation has ranked state entrepreneurial climates since 1999 with its "New Economy Index." In 1999, Virginia ranked 12th. In 2007, Virginia ranked eight. The Commonwealth excelled in the categories of IT professionals (1st), high-tech jobs (2nd) manufacturing value-added (4th), workforce education (5th), e-government (6th), and internet domain names (7th).

HispanicBusiness.com ranked Virginia as the number three state for Hispanic 8a firms, both in number and in business climate.

- *Summary of Customer Trends and Coverage*

The demand for services provided by Virginia Department of Business Assistance (VDBA) has increased with the expansion of its customer base. Because traditional manufacturing is declining in Virginia, VDBA is increasing its efforts to create jobs and capital investment in the Commonwealth by supporting the formation, stabilization and growth of businesses and in particular small businesses. Additionally, as the population of Virginia becomes more diverse, so does the business community and the challenges it faces. VDBA is developing strategies to insure that its programs and services assist with these challenges and that all of its programs and services are accessible to all Virginians.

Finally, as Virginian's age VDBA may face some challenges. While VDBA provides services to all citizens regardless of their age, the impact of the aging population will have on the labor market may increase demand for our products and services; especially our workforce development programs. Current efforts are targeted to existing manufacturing firms facing the retirement of their skilled trades people, and focused on sustaining their ability to grow. These efforts may need to be expanded and incorporated in other program goals.

Future Direction and Impediments

- *Summary of Future Direction and Expectations*

The Virginia Department of Business Assistance (VDBA) will continue to support economic development in Virginia by working with new and existing businesses to provide workforce incentives, loans, and business information to businesses as they move through the business life cycle. The department will continue to improve and expand its programs and services, particularly those that support small business.

VDBA will strive to contain costs by using technology to improve service delivery to our diverse and expanding customer base. A new program of the department's, the One-Stop Small Business Permitting Program, will help entrepreneurs understand the requirements of starting a business and will assist with the filing and permitting processes by using technology to create an interactive electronic portal.

- *Summary of Potential Impediments to Achievement*

The Virginia Department of Business Assistance (VDBA) has absorbed a 33 percent budget cut since FY2002 and in FY2007 the state assets of the Virginia Small Business Financing Authority's Economic Development Loan Fund were transferred to a non-state entity known as Virginia Community Capital. These cuts have caused the elimination 5.5 FTEs and reduced the financial resources available to support our loan programs, job training programs and our research efforts. If VDBA is to remain competitive with other states and be able to meet the needs of Virginia businesses, it is important that our programs be fully staffed and funded.

Service Area List

Service Number	Title
325 534 03	Virginia Jobs Investment Program
325 534 18	Business Formation Services
325 534 22	Administrative Services
325 534 23	Financial Services for Economic Development
325 534 24	Existing Business Services

Agency Background Information

Statutory Authority

The Virginia Department of Business Assistance (VDBA) was created on July 1, 1996 when the activities of the then Virginia Department of Economic Development were divided between the VDBA and the Virginia Economic Development Partnership (VEDP). § 2.2-900-904 of the Sections 2.2-900 through 904 of the Code of Virginia directs VDBA to serve as the liaison between "business and state government in order to promote the development of Virginia's economy." The VDBA is to:

1. Provide for training or retraining of individuals for specific employment opportunities at new or expanding business facilities in the Commonwealth;
2. Develop and implement programs to assist small businesses in the Commonwealth in order to promote their growth and the creation and retention of jobs for Virginians;
3. Establish an industry program that is the principal point of communication between basic employers in the Commonwealth and the state government that will address issues of significance to business;
4. Make available to existing businesses, in conjunction with localities, chambers of commerce, and other public and private groups, basic information and pertinent factors of interest and concern to such businesses;
5. Develop statistical reports on job creation and the general economic conditions in the Commonwealth; and
6. Create a comprehensive permitting program to serve as a single access point to aid entrepreneurs in filling out the various permit applications associated with establishing a small business in Virginia.

Sections 2.2-2279 through 2308, known as the Virginia Small Business Financing Act, recognizes the need to assist small businesses in obtaining financing which in turn will promote and develop the long-term economic development of the Commonwealth through the improvement of its tax base and the promotion of employment. The Act establishes the governmental body, the Virginia Small Business Financing Authority, and the structure, powers, duties, and authority of this public body corporate and political subdivision of the Commonwealth.

Section 2.2-2309 establishes the creation, administration, and management of the Virginia Export Fund. All funding for this program was removed in 2000.

Section 2.2-2310 establishes the creation, administration, and management of the Virginia Small Business Growth Fund, also known as the Virginia Capital Access Program.

Section 2.2-2311 establishes the creation, administration, and management of the Capital Access Fund for Disadvantaged Businesses.

Sections 10.1-1197.1 establishes the creation, administration, and management of the Small Business Environmental Compliance Assistance Fund.

Customers

Customer Group	Customers served annually	Potential customers annually
Agency Staff	56	56
Banks	40	124
Business Community	31,045	217,996
Local and Regional Economic Development Agencies	400	400
Local Industrial/Economic Development Bond Issuing Authorities	9	150
State Agencies	55	136

Anticipated Changes To Agency Customer Base

Changes to Virginia Department of Business Assistance's customer base in the near term are expected to follow trends already emerging or identified. Virginia's economy should continue to create jobs at a rate above the national average, with most of the growth in the small business sector.

Major Industry

- The shortage of skilled trade workers, engineers, and technicians will accelerate in the coming five years, magnified by the retirement of "baby boomers." This will create a continuing need for worker training resources, especially the Virginia Jobs Investment Program.
- As communities become more selective in the types of industry they recruit, there will be fewer new "big box" companies locating in Virginia, more companies expanding through automation and technology, and more "home grown" companies created.
- Communities with traditional economies will continue to be buffeted by globalization trends that move operations off-shore; there will be increased emphasis on diversifying local economies.

Small Business

- Small business should continue to make up 98 percent of all Virginia companies, with heavy annual "churn" new businesses slightly outpacing closing businesses.
- Quick and efficient business formation services will be at a premium, as new companies rise quickly to take advantage of sudden market opportunities.
- Increasingly, "niche" companies will need to establish partnerships and other beneficial relations with each other to expand markets.
- Small companies seeking to expand their sales by selling to state and local government will continue to increase in number, but a shake-out is inevitable and advanced training and assistance will be needed more than entry level help.

Adequate equity financing should continue to be readily available to established Virginia companies operating in basic industries. The small business sector, however, will likely follow historical trends of demand exceeding supply. Start-up or "seed" capital availability will be constrained, heightening the need for Virginia Small Business Financing Authority (VSBFA) programs. Small business will need credit counseling resources as well as assistance and advice on creative financing solutions. The VSBFA and its private and public partners can expect additional opportunities to create synergistic financial solutions for high potential projects.

Partners

Partner	Description
Center for Innovative Technology	Commercialization of technology
Center for Rural Development	Loans
Chamber of Commerce	Existing Business Support
Community College System	Training
Department of Agriculture & Consumer Affairs	Financing resource for clients
Department of Environmental Quality	Small Business Compliance Assistance Fund
Department of General Services	eVA registration
Department of Housing and Community Development	Loans and grants
Department of Labor and Industry	Consultation and apprenticeship

Department of Mines, Minerals and Energy	Small operator assistance program
Department of Minority Business Enterprise	Small, women and minority business certification Pace Lending Program
Department of Professional Occupational and Regulation	Licensing
Department of Social Services	Child Day Care Financing Program
Department of Taxation	Worker retraining tax credit and general business taxation
Incubators	Entrepreneurial start-up
Local Workforce Investment Boards	Training and retraining
Local, Regional and State Economic Developers	Business assistance and recruitment
Procurement Technical Assistance Centers	Federal procurement assistance
Small Business Administration	Small business loans
Small Business Development Centers	Business classes and counseling
State Corporation Commission	Registration
Tobacco Indemnification & Revitalization Commission	Southside Tobacco Capital Access Program
U. S. Economic Development Administration	Federal Economic Development Loan Fund Program
Universities	Training
Virginia Department of Transportation	Road and Rail Access Program
Virginia Economic Development Partnership	Financing resource for clients and business recruitment and retention incentive
Virginia Employment Commission	Training and retraining
Virginia Tourism Corporation	Tobacco Region Tourism Development Loan Program

Products and Services

- Description of the Agency's Products and/or Services:*

One-Stop Small Business Permitting Program - A new initiative of the Commonwealth, this interactive electronic portal will help entrepreneurs determine formation requirements and assist with the filing and permitting process. Currently, there are 26 different state agencies, with over 400 forms, and over 100 business regulatory and assistance programs that could touch a business during its formation process. This new system will seamlessly connect the various programs and requirements, making it a more business-friendly process.

Entrepreneur Express - These half-day events identify entrepreneurs, connect them with resources and motivate them to take the next step to expand their business. The Entrepreneur Advisory Team has been established to maximize collaboration between local, state and federal service providers.

Virginia Business Information Center - The Virginia Business Information Center (VBIC) is a gateway for assistance with business formation. The service can be accessed by phone, email and live chat and provides tailored solutions to the entrepreneur.

Business Information Partner Training - This semi-annual, half-day training session targets the economic development ally network to improve collaboration within the support network for entrepreneurs. The seminar reviews the most used of the state's 110 business regulatory and assistance programs.

Existing Business Retention and Expansion Forum - This forum of local existing business program managers discusses issues affecting existing business throughout the state, makes recommendations for new state programs and supports the proliferation of best practices. There are 26 members of the forum, and they meet 3-4 times a year.

Selling to the Commonwealth - Once a company identifies that the state uses one of their products or services, in addition to the normal, needs based selling and relationship building that must occur, the company must also become SWaM certified and eVa registered. This program provides technical training to understand the end to end state

procurement process.

One-on-One Procurement Counseling – Business Counselors provide one-on-one counseling to help young companies develop successful marketing strategies to sell to the Commonwealth.

Networking Events – Many companies need opportunities to network or otherwise get in front of a buyer/decision maker. Buyer exhibits and match making sessions are often the first step toward an enduring relationship.

STAR\$ Mentoring/Protégé Program – This business mentoring program is designed to rapidly increase the participation of small, women and minority owned businesses in state procurement as required by Governor Kaine's Executive Order 33. VDBA professionals develop custom designed strategic roadmaps to help navigate the state's procurement process for companies interested in obtaining contracts with the Commonwealth. All of the growth and expansion services offered by VDBA or our partners are utilized to insure the best opportunity for success for each STAR\$ member. This initiative is unique in its emphasis on removing the process or policy barriers identified for each participant, providing advocacy when needed, then recommending improvements to the states' procurement process. Program protégés are required to demonstrate historical evidence of success in the federal and private markets. There are 27 STAR\$ who meet a minimum of four times a year to pursue a minimum of three state contracts. Participants have agreed to provide feedback on their progress.

Direct Loans - The Virginia Small Business Financing Authority (VSBFA) provides direct loan financing to businesses and local industrial and economic development authorities through its "gap" financing and certain market-specific loan programs. Loan programs include the federally-funded Economic Development Loan Fund and the Defense Conversion Loan Fund. State-funded programs include the Virginia Direct Loan Program, in which the VSBFA partners with private debt and equity financing to provide fixed asset and permanent working capital loans; the Child Care Financing Program, in partnership with Department of Social Services to provide "soft cost" financing to family home providers and child day care centers; and the Environmental Compliance Assistance Fund, in partnership with Department of Environmental Quality, to provide fixed asset financing to small businesses for purposes of improving the environment.

Indirect Loans – The VSBFA provides deficiency guarantees to banks for specific small business loans through the Loan Guaranty Program and provides loan portfolio insurance to banks to mitigate the risk on a portfolio of small business loans made by banks through the Virginia Capital Access Program, the Tobacco Commission's Southside Tobacco Region Capital Access Program and the Department of Minority Business Enterprise's P.A.C.E. Program.

Conduit Financing - The VSBFA is the statewide issuer of industrial development bonds to qualifying small manufacturers and 501(c)3 non-profit entities through the Industrial Development Bond Program (IDB) and also serves as the Commonwealth's administrator of the statewide private activity bond allocation for all housing and industrial bond issuances as well as the Governor's discretionary pool.

Technical Assistance/Resources - The VSBFA provides limited financial counseling via phone and email to businesses and business owners who express a need for financing, but do not know the necessary steps, procedures, and tools to obtain such financing through public and/or private sectors. The VSBFA also publishes the only comprehensive, on-line searchable index of all local, state, and federal government loan programs available in Virginia.

New Jobs Program - This program targets expansions of existing Virginia companies or new facility locations which involve competition with other states or countries. Businesses must create a minimum of 25 net new jobs and make a capital investment of at least \$1 million.

Small Business New Jobs Program – This program supports existing Virginia companies which have 250 employees or less companywide. Businesses must create a minimum of 5 jobs and make a capital investment of at least \$100,000.

Retraining Program – This program provides services and funding to companies to assist in training their existing workforce. Companies participating in the program are typically those undergoing an integration of new technology into its production processes, changing product lines in keeping with marketplace demands, or substantially changing its service delivery process requiring new skills and technological capabilities. These upgrades and changes frequently lead to increased productivity and business growth. Companies must have a minimum of 10 full-time employees to retrain, and a new capital investment of at least \$500,000 is required.

Local Incumbent Worker Training Program – The Virginia Jobs Investment Program will partner with regional Workforce Investment Board directors to launch joint incumbent worker training programs for existing businesses.

SWaM Workshops – The Virginia Jobs Investment Program will provide organizational and human resource development workshops to fill a niche not currently offered by other small business service providers. This initiative will complement the procurement seminars offered by VDBA's Business Information Services team, and will assist

businesses in making better hiring and management decisions, leading to increased productivity and growth.

- *Factors Impacting Agency Products and/or Services:*

[Nothing entered]

- *Anticipated Changes in Products or Services:*

A product currently under development is the One-Stop Small Business Permitting Program. Established during the last session of the General Assembly the program is an interactive electronic portal, designed to help entrepreneurs cut through the red-tape of forming a business in the Commonwealth. The program will help businesses understand the rules and regulations needed to operate and ultimately allow them to file for permits electronically, without duplicating their efforts. We believe that the first phase of the program will come on line mid FY2008 and once tested it will be rolled out to the general public in FY2009.

The Virginia Jobs Investment Program (VJIP) has requested additional funds to expand three existing programs and establish one new program. The New Jobs Program, which works to make Virginia more competitive among other states, will increase its capacity allowing them to serve an additional 100 firms and create or retrain an additional 5,000 jobs per year. VJIP will expand the SWaM New Jobs Program allowing them to serve an additional 75 businesses annually, creating and/or retain an estimated 375 jobs. The program will also expand the number of SWaM Workshops they conduct allowing them to reach an additional 1800 participants. And VJIP will coordinate with partners to establish the Regional Manufacturing Coalitions which will serve as advisory boards to create and promote solutions to the skilled trade worker shortage.

Additional funds have also been requested to recapitalize the Virginia Small Business Financing Authority's (VSBFA) existing loan pool by \$2.68 million for each year of the biennium. This increase will allow the VSBFA to make an additional 130 loans resulting in the creation of over 1000 jobs and enable an additional \$25 million in private funding to assist small, women, and minority owned businesses.

Agency Goals

Goal 1

The Virginia Department of Business Assistance will enhance the positive business climate in Virginia by providing information and solving problems for businesses as they move through the business life cycle: formation, stabilization, and growth.

Goal Summary and Alignment

The Virginia Department of Business Assistance (VDBA) contributes to the economy of Virginia by integrating entrepreneurship into the Commonwealth's economic development efforts and by retaining and assisting the expansion of existing businesses thereby contributing to the stability and growth of the economy. By supporting the formation, stabilization and growth of entrepreneurs, the department is not only supporting the creation of new jobs and capital investment, but also aiding in the diversification of the economy of the Commonwealth. The programs of VDBA proactively link businesses with the state's 65 business assistance programs and 35 regulatory programs.

Goal Alignment to Statewide Goals

- Be a national leader in the preservation and enhancement of our economy.
- Be recognized as the best-managed state in the nation.

Goal 2

The Virginia Department of Business Assistance will provide marketing incentives for new and expanding Virginia businesses to create job opportunities by offering consulting services, recruiting, training, retraining, and funding assistance.

Goal Summary and Alignment

The Virginia Department of Business Assistance's Virginia Jobs Investment Program (VJIP) is a business development incentive that supports economic development efforts throughout Virginia. The program reduces the human resource development costs of new and expanding companies that are creating new jobs throughout the Commonwealth. VJIP is an integral component of the State's economic development efforts and aligns directly with the department's mission of promoting economic growth in Virginia by helping businesses prosper.

Goal Alignment to Statewide Goals

- Elevate the levels of educational preparedness and attainment of our citizens.
- Be a national leader in the preservation and enhancement of our economy.
- Be recognized as the best-managed state in the nation.

Goal 3

The Virginia Department of Business Assistance will develop creative applications of public and private financing for the benefit of new and expanding businesses to assist in the creation and retention of jobs.

Goal Summary and Alignment

The Virginia Department of Business Assistance (VDBA) through the Small Business Financing implements the Virginia Small Business Financing Act which assists Virginia's new and existing businesses, as well as businesses expanding into Virginia, by increasing access to capital through the creative application of public and private financing. The goal is to maximize employment opportunities and investment throughout the Commonwealth. This goal directly aligns with VDBA's mission to promote economic growth by helping Virginia businesses prosper and to one of the Governor's key performance measures which is to "increase financing for small businesses."

Goal Alignment to Statewide Goals

- Be a national leader in the preservation and enhancement of our economy.
- Be recognized as the best-managed state in the nation.

Goal 4

The Virginia Department of Business Assistance will strengthen the culture of preparedness across state agencies, their employees and customers.

Goal Summary and Alignment

this goal ensures compliance with federal and state regulations, policies and procedures for Commonwealth preparedness, as well as guidelines promulgated by the Assistance to the Governor for Commonwealth Preparedness, in collaboration with the Governor's Cabinet, the Commonwealth Preparedness Working Group, the Department of Planning and Budget and the Council on Virginia's Future. The goal supports achievement of the Commonwealth's statewide goal of protecting the public's safety and security, ensuring a fair and effective system of justice and providing a prepared response to emergencies and disasters of all kinds.

Goal Alignment to Statewide Goals

- Protect the public's safety and security, ensuring a fair and effective system of justice and providing a prepared response to emergencies and disasters of all kinds.

Goal 5

The Virginia Department of Business Assistance will provide effective management of the agency personnel and state resources.

Goal Summary and Alignment

This goal provides for the effective use of the resources allocated to VDBA. Through effective financial management, human resource management, government procurement, information technology and performance management, VDBA intends to increase productivity and the performance of its staff while improving customer satisfaction and product delivery.

Goal Alignment to Statewide Goals

- Be a national leader in the preservation and enhancement of our economy.
- Be recognized as the best-managed state in the nation.